

John Stewart

Managing Director and Group CEO

Australia-Israel Chamber of Commerce

27 February, 2006

What does
John do
all day?

2004 - What does John do all day?

- Surviving!
- Stabilising
- Talent
- Culture

Corporate Principles

- Our core beliefs and values are based on the following principles:-
 - We will be open & honest
 - We take ownership & hold ourselves accountable (for all of our actions)
 - We expect teamwork & collaboration across our organisation for the benefit of all stakeholders
 - We treat everyone with fairness & respect
 - We value speed, simplicity and efficient execution of our promises

PRINCIPLES and BEHAVIOURS

We will be open and honest

Behaviours

- We tell it like it is (no spin)
- We speak up and we are open to other points of view
- We have candid and constructive conversations based on facts
- We take time to explain issues and answer questions
- We aim to ensure that there are no surprises. Mistakes and non-delivery are communicated early

We take ownership and hold ourselves accountable

- We treat everyone with fairness and respect
- We value speed, simplicity and efficient execution of our promises

And we do not have 'room for' people who do not 'live' these principles

- We build trusted relationships with all our stakeholders
- We actively listen and respond appropriately to our stakeholders
- Decisions are made in a reasonable and consistent manner
- Opportunities for professional development and career advancement are open to all and depend on ability, performance and contribution to the Group's success
- We actively promote the health and wellbeing of our employees with a balance between personal and work life

We value speed, simplicity and efficient execution of our promises

Behaviours

- We do what we say we will do
- We make it easy for people to do business with us
- We actively challenge and eliminate practices and policies that don't add value
- We promote flexibility and a 'can do' approach
- We always look to do things better, generate new solutions and be more responsive



Statement of Corporate Principles

CORPORATE PRINCIPLES	PRINCIPLES and BEHAVIOURS
<p>To create and deliver consistently superior value to our:-</p> <ul style="list-style-type: none"> • Shareholders • Customers • Employees • Communities 	<p>We will be open and honest</p> <p>Behaviours</p> <ul style="list-style-type: none"> • We tell it like it is (no spin) • We speak up and we are open to other points of view • We have candid and constructive conversations based on facts • We take time to explain issues and answer questions • We aim to ensure that there are no surprises. Mistakes and non-delivery are communicated early <p>We take ownership and hold ourselves accountable (for all of our actions)</p> <p>Behaviours</p> <ul style="list-style-type: none"> • We acknowledge our mistakes and if we get it wrong we will put it right • We all take responsibility for the way that customers experience the organisation • We don't have a policy or procedure that we don't take seriously • We consider the economic, social and environmental impacts of all our decisions • We ensure our decisions are implemented <p>We expect teamwork and collaboration across our organisation for the benefit of all stakeholders</p> <p>Behaviours</p> <ul style="list-style-type: none"> • We share information across the organisation in order to achieve more for our stakeholders • We don't put our personal agendas ahead of the organisation and each employee's unique contributions • We 'back up' for our colleagues, the organisation's customers and the businesses we work with <p>We promote fairness and respect</p> <p>Behaviours</p> <ul style="list-style-type: none"> • We engage with all our stakeholders • We interact appropriately to our stakeholders in a reasonable and consistent manner • We ensure that employee development and career advancement are a priority, performance and contribution to the organisation • We support the health and wellbeing of our employees with a focus on work and life balance <p>We ensure the safety and efficient execution of our business</p> <p>Behaviours</p> <ul style="list-style-type: none"> • We ensure the safety of our employees, customers and the community • We do business with us in a way that is safe and secure • We eliminate practices and policies that don't add value • We embrace a 'can do' approach • We work better, generate new solutions and be more innovative
<p>Our core beliefs and values are based on the following principles:-</p> <ul style="list-style-type: none"> • We will be open 	<p>We will be open and honest</p> <p>Behaviours</p> <ul style="list-style-type: none"> • We tell it like it is (no spin) • We speak up and we are open to other points of view • We have candid and constructive conversations based on facts • We take time to explain issues and answer questions • We aim to ensure that there are no surprises. Mistakes and non-delivery are communicated early

And we do not have 'room for' people who do not 'live' these principles



Going into 2005

- Bank stabilising
- Revenue stalled
- Cost increases baked in
- Compliance and systems issues
- Team in place

2005 - What does John do all day?

- Repair and rebuild
- Empowering executives
- Simplify
- Reduce Corporate Centre

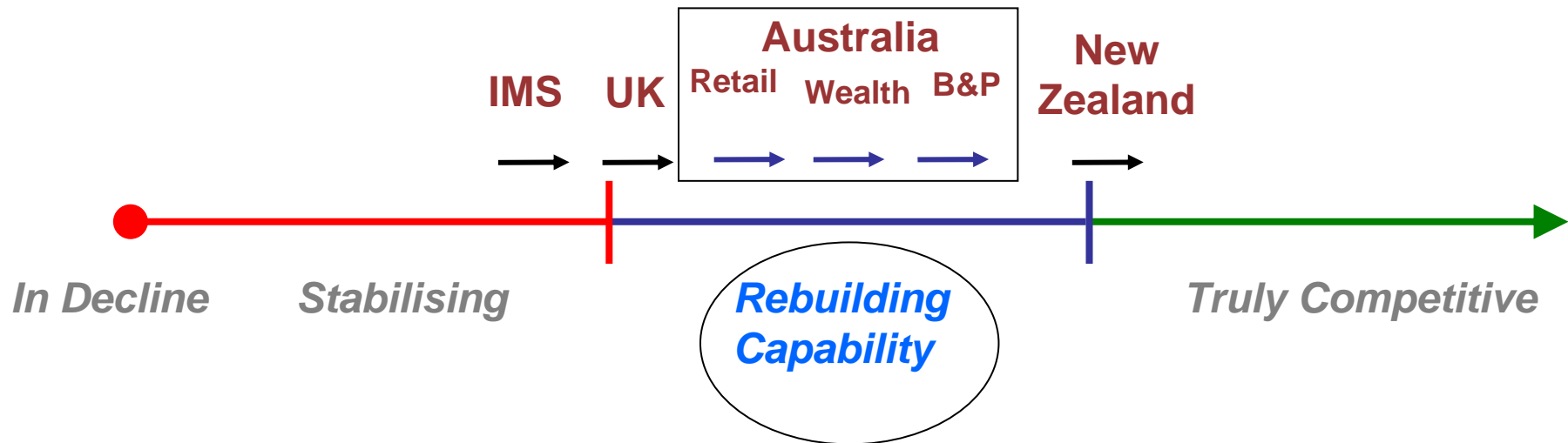
Corporate Centre

- Emphasis on clear accountability for decisions and outcomes
 - Corporate Centre to focus on:
 - Value creation for shareholders
 - Setting targets and sign off of proposed strategies
 - Performance monitoring
 - Oversight of financial and risk governance
 - Developing and retaining talent
 - Capital and balance sheet management
 - Mergers and acquisitions

Strategy

1. Strategic and operational planning

Businesses largely stabilised



Strategy

1. Strategic and operational planning
2. Portfolio Management

Strategy

1. Strategic and operational planning
2. Portfolio Management
3. Group Development

Changing the rules of the game

- I Pod
- Skype
- New Global Brands of the 21st Century
- Next practice

What does
John do
all day?

Advice

- Be talent obsessed
- Pay attention to culture
- Focus on shareholder value
- Watch for Next Practice

“Only the paranoid survive”

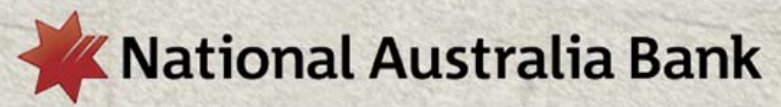
-Andy Grove

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National Australia Bank

